



Recruiting and Retaining Untapped Talent: Veterans



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Interviewing a Veteran Chris Picha



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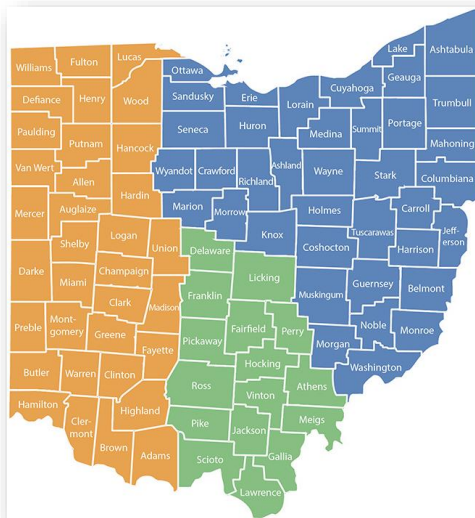
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About Me

- Born and raised in a military family
- Army Veteran – Medical Logistics Officer
 - Ohio Troops to Teachers Manager
- M. Ed. OSU – 2003
 - Special Education
- M.P.A. Troy State Univ. – 1987
- O.D.V.S - 2010



ODVS Workforce Consultants



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What We Provide

- One-on-one or group training for employer human resources staff and senior management
- Support to veteran employee resource groups
- Connections to veteran applicants via OhioMeansJobs, National Guard Employment Enhancement Program, etc.
- Information for apprenticeship/OJT approval



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Training Presentations



- Veteran Hiring Overview
- Military Culture
- Veteran Benefits and Resources
- Stereotypes and Myths
- Interviewing Veterans
- Mental Health
- Veteran Employee Resource Groups
- Managing Veterans
- Military Spouses



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Section One: Veteran Demographics



Ohio Veterans: By the Numbers...



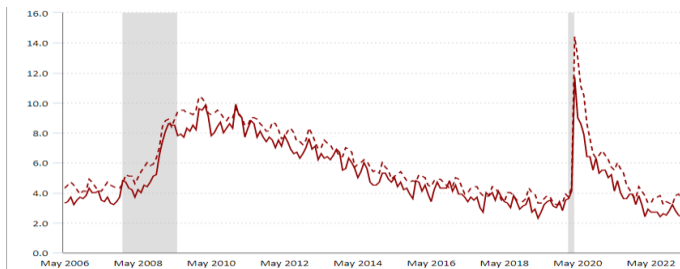
Ohio

- ~733,000 Veterans
- In the top 10 states for veteran population

National Veteran Unemployment Rate
2.8%
April 2023

National Veteran Underemployment Rate
31.8%

Historic National Veteran Unemployment Rate



Hover over chart to view data.
 Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.
 Source: U.S. Bureau of Labor Statistics.

Top 5 Counties

- Cuyahoga
- Franklin
- Hamilton
- Montgomery
- Summit



— Veterans
 - - - Non-Veterans



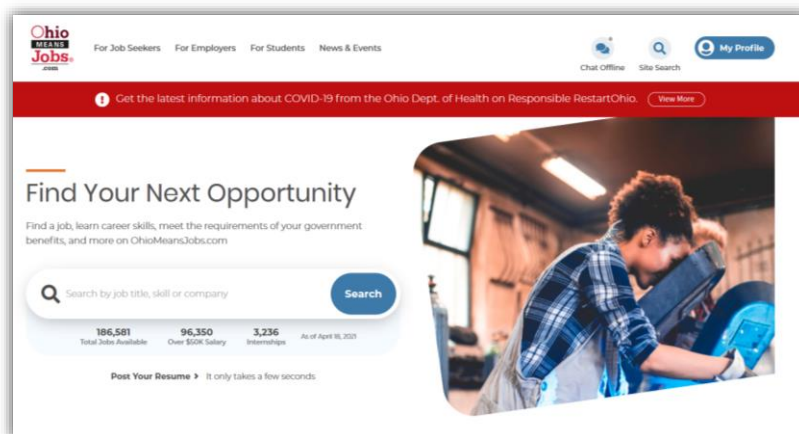
Where are the Veteran Job-Seekers?



The New Ohio Means Jobs



Let's take a look at Ohio Means Jobs!

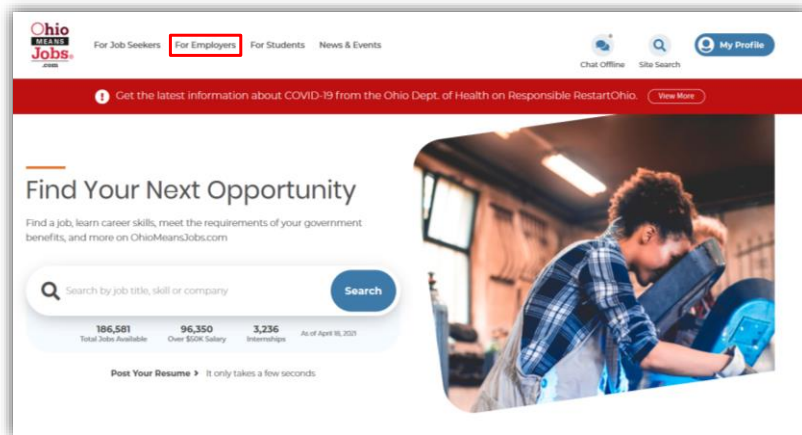


"The Trusted Voice for Veterans"

The New Ohio Means Jobs



Let's take a look at Ohio Means Jobs!



"The Trusted Voice for Veterans"

The New Ohio Means Jobs



Scroll down and select "Find Candidates" and login



OMJ (OhioMeansJobs) / For Employers

For Employers

Find top talent on OhioMeansJobs.com - a One-Stop-shop for Ohio-based companies.

Stats are for the month of April

8,917 Resume Searches	2,214,827 Active Resumes
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Recruiters & Employers Toolbox

Higher Education

- Every public university in Ohio has veteran single POC
- Transfer credits and certifications awarded for military service

23,000

Students currently using the G.I. Bill

4,400

Students using ONG Scholarship

1,000

Service members using military TA



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Ohio National Guard



- National Guard Employment Enhancement Program
 - Jobs with stability, long term opportunity, consistent employment, and high wages

16,000+

Members of Army/Air Guard

3,700+

Clients assisted ('17)

2,700+

Employers outreached ('17)

700+

Placements/hires ('17)



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Section Two: Interviewing a Veteran



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Overview

- **Preparation Phase**
- **Interview Phase**
 - **Questions to Ask/Not Ask**
- **Assessment Phase**
- **Decision Phase**
- **Questions**



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The Soft Skills



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General Electric

- ***“Veterans arrive at GE with not only translatable skills and expertise but with the intangibles and values that we believe define our culture and determine our success.”***

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Preparation Phase

- **Understand why you are hiring Veterans**
- **Check your bias**
- **Research military experience**
- **Understand the real job requirements**



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Military Occupational Specialty (MOS)

- **Similar to the corporate functions, such as Operations Manager, Customer Service Representative, Engineer, etc.**
- **MOS: Used by Army, Marines and Coast Guard**
- **AFSC: Air Force Specialty Code**
- **NEC: Naval Enlistment Classification**



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Areas of Skills/Training

Enlisted Occupation Group	Army	Air Force	Coast Guard	Marines	Navy	Enlisted Personnel per Occupation	
Administrative	6,140	14,046	1,507	12,018	18,635	52,346	4.8%
Combat Specialty	109,625	677	649	39,350	8,388	158,689	14.5%
Construction	15,313	5,195	-	6,252	3,987	30,747	2.9%
Electronics	31,051	29,310	4,341	16,822	48,236	129,760	11.7%
Engineering	43,567	49,162	1,256	26,917	39,611	160,513	14.5%
Healthcare	29,986	15,441	707	-	25,345	71,479	6.4%
Human Resources	16,558	7,720	1	2,214	3,941	30,434	2.8%
Machine Operator	4,107	6,063	1,688	2,539	8,542	22,939	2.1%
Media and PR	6,646	7,095	136	2,439	3,859	20,175	1.9%
Protective Service	21,802	32,573	2,720	6,096	12,011	75,202	6.8%
Support Service	9,901	4,981	1,145	2,263	8,129	26,419	2.5%
Transportation/Logistics	48,096	27,840	9,879	23,213	37,709	146,737	13.4%
Vehicle/Machine Mechanic	45,344	41,555	5,532	21,511	47,353	161,295	14.6%
Unspecified Code	2,984	5,038	1,439	1,161	2,555	13,177	1.1%
Total	391,120	246,696	31,000	162,795	268,301	1,099,912	100.0%

SOURCE: U.S. Department of Defense, Defense Manpower Data Center

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Resume Examples – The Good

Highly motivated retired military officer, who has served overseas in combat divisions in critical and demanding command and staff positions. Successfully completed tour of duty as a Tank Company Commander, 2nd Infantry Division, Korea. Performed contract work in Iraq and Kuwait as a Senior/Lead Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP) Vehicle Programs. Vietnam Veteran, (U.S. Navy). Reputation for attention to detail, integrity, team building, and mission accomplishment. Excellent leadership and communication skills. Solid record of making correct decisions in high stress and hostile environments.

Professional Experience

Mission Command Center of Excellence (MC CoE) 2009-2014

Assistant Operations Officer (Major)

Fort Leavenworth, Kansas

Responsible for the daily overall operational and functionality of the MC CoE Headquarters Section and subordinate elements. Served as officer in charge of operational physical security (OPSEC), safety officer, Key Control Officer, Secure Communications Room Manager, and Supply Officer, among other additional duties.

- Updated and wrote Standard Operating Procedures for OPSEC, Safety, Key Control, and Secure Communications Room in accordance with higher authority policies.
- Successfully passed all inspection by higher authority.
- Trained and mentored assistant employees in their additional duties.
- Conducted other duties as directed by immediate supervisor.

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Resume Examples – The Bad

Highly motivated retired military officer, who has served overseas in combat divisions in critical and demanding command and staff positions. Successfully completed tour of duty as a Tank Company Commander, 2nd Infantry Division, Korea. Performed contract work in Iraq and Kuwait as a Senior/Lead Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP) Vehicle Programs. Vietnam Veteran, (U.S. Navy). Reputation for attention to detail, integrity, team building, and mission accomplishment. Excellent leadership and communication skills. Solid record of making correct decisions in high stress and hostile environments.

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Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP)

Responsible for the daily overall operational and functionality of the MC CoE Headquarters Section and

- Conducted other duties as directed by immediate supervisor.

Translation:

- Trained personnel on vehicle operation, automotive and electrical systems maintenance procedures.
- Commanded Mission Control Center to perform critical daily tasks and issued directives for key staff.
- Additional duties included Logistics Manager and training/mentoring civilian employees in the workspace.

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Interviewing Phase

- **Uncover qualities through performance-based interviews**
- **Understand the veteran's body language**
- **Encourage the veteran to speak freely**
- **Tailor questions to veteran experience**
- **Questions to ask – Questions to avoid**



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Questions to Ask

- What is in the Job Description that interests you most?
- Can you, with or without a reasonable accommodation, perform the essential functions of the job?
- What type of training and education did you receive in the military?
- Were you involved in the day-to-day management of people or supplies?

Questions NOT to Ask

- What type of discharge did you receive?
- Are you to be called up for duty anytime soon?
- Did you experience any combat operations?
- How could you leave your family while you were deployed?
- Have you ever killed anyone?
- Do you have post-traumatic stress disorder?

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Assessment Phase

- Gauge the veteran's level of self-awareness
- Did the veteran progress through his/her military career
- Look for compatibility not just likeability
- Assess the veteran's desire factor
- **What can this individual add to our business?**



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Decision Phase

- Match at least 80% of the skills and experience required
- Identify the strengths such as leadership, efficient performance, ability to work as a Team Member or Leader, etc.
- Your assessment should underline the desired organizational outcomes
- Hiring veterans is not charity work



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Onboarding for New Veteran Employees

- Senior leadership and hiring manager involvement
- Implement a Mentoring Program
- Consider rotation of newly hired veteran employees
- Involve military spouses
- Establish a **Veteran Employee Resource Group**



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Review

- Prepare for the interview by researching the relevant military experience
- Encourage the veteran to speak freely
- Know what to ask and what not to ask
- Assess the skills and military career path
- Hire a veteran because they are the best candidate, not just because they're veteran



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Section Three: Veteran Stereotypes/Myths



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Overview

- **Mental Health**
- **Employment**
- **Reintegration into the Community**
- **The Veteran Perspective**
- **Questions**



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Mental Health

- **Myth: Veterans suffer disproportionately from PTS**
- **Fact:** While veterans do experience PTS, their susceptibility to PTS is no greater than the average person
- **Myth: Due to combat induced PTS, veterans are a liability and can break at any moment**
- **Fact:** There is no data that confidently links PTS with a propensity for violence

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Addressing the Misconception of PTS "D"



PTS "D" rate among veterans is between 2% - 20%

You're 5 times more likely to encounter a civilian suffering from symptoms of PTS!

PTS "D" rate among civilians is between 8% - 10%

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Mental Health

- **Myth: Veterans get TBI in combat and are permanently damaged**
- **Fact: More than 1.7 million mild TBIs occur in the civilian community; most patients with mild TBI experience no long-term effects**
- **Myth: Veteran behavioral health challenges are specific to this generation**
- **Fact: Today's veterans are no more vulnerable to behavioral health challenges than previous generations; and have access to better diagnostic and treatment resources**

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Employment

- **Myth: Most Veterans are not well educated**
- **Fact: The current generation of veterans exceeds, on average, national norms in education and intelligence; more veterans seek some post-secondary education than do their non-veteran peers**
- **Myth: Veterans do not possess relevant civilian job skills**
- **Fact: Military experience imparts key vocational tasks, skills and characteristics on service members that are highly valued and required for success in business and industry**

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Employment

- **Myth: Veterans are no more productive than any other candidate**
- **Fact: Veterans, on average, perform as well or better than their non-veteran peers**
- **Myth: Veterans are conditioned to follow orders and lack initiative**
- **Fact: Service members are trained and expected to act on their own initiative consistent with their commander' intent; this empowerment breeds an independence, maturity, and confidence in decision-making that should appeal to any prospective employer**

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Reintegration

- **Myth: Veterans and their families are insular and won't contribute in the community**
- **Fact: The majority of service members and their families live in civilian communities and participate in civic activities**
- **Myth: Veterans can navigate their way through any challenge**
- **Fact: Despite their significant potential, many veterans struggle to reintegrate for a number of reasons but fellow citizens can speed our veterans' successful reintegration through simple coaching and mentoring that assists veterans in reintegration challenges**

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The Veteran Perspective

- **Myth: Veterans should expect the same level of responsibility and compensation as they enjoyed when they left the service**
- **Fact: Veterans should expect to prove themselves in the civilian workforce and compete with civilian counterparts on their own merit**

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Review

- **PTS and TBI are not specific to veterans**
- **Veterans often seek higher education and gain valuable skills and characteristics in the military**
- **Veterans are already part of the community**
- **Civilians can help with a handshake and meaningful dialogue with the veterans**



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Questions?



SHRM Recertification

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